



CENTER *for*  
COMMUNITY CHANGE



CENTER *for*  
COMMUNITY  
CHANGE **ACTION**


# CENTER. COMMUNITY. CHANGE.



## 2015 Annual Report



<b>Leadership</b> .....	3
Center for Community Change	
Board of Directors .....	3
Center for Community Change Action	
Board of Directors .....	4
Executive Team .....	5
<b>A message from Deepak Bhargava</b> .....	6
 <b>Center</b> .....	7
A convener and strategic partner .....	8
C4: Movement of Immigrants in America .....	9
A hub for social justice innovation .....	10
C4: Putting Families First .....	11
 <b>Community</b> .....	12
#WeAreBetterThanThis.....	12
A trusted advisor for safe and affordable homes .....	13
C4: Amplifying the voice of impacted communities .....	14
Grassroots Ambassadors push for a secure retirement.....	15
C4: Strengthening retirement security.....	16
Manufactured homes, real community.....	17
Writing our communities into the story.....	18
Civic engagement: all year, every year .....	20

 <b>Change</b> .....	21
Quality child care jobs.....	22
Standing strong, standing FIRM .....	23
Changing the conversation to put families first.....	24
Clean energy/climate jobs.....	24
C4: Immigrant voters speak up.....	25
<b>Financial Statements</b> .....	26
Center for Community Change and Fund for the Center for Community Change.....	26
Center for Community Change Action.....	28
<b>Donors</b> .....	28
Center for Community Change .....	28
Center for Community Change Action.....	30

# LEADERSHIP

## Center for Community Change Board of Directors

**Arlene Holt Baker**

*Executive Vice President  
(former)  
AFL-CIO*

**Jeff Berman**

*Partner  
Clifford Chance US LLP*

**Deepak Bhargava**

*Executive Director  
Center for Community  
Change*

**Kelly Brown**

*Director  
The D5 Coalition*

**Peter Colavito**

*Director of Government  
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International Union (SEIU)*

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*President  
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**Sam Fulwood III**  
*Senior Fellow  
Center for American Progress*

**Garlin Gilchrist II**

*Deputy Technology Director  
for Civic Community  
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**Jonathan Heller\***

*Co-Director  
Human Impact Partners*

**Jackie Jenkins-Scott**

*President  
Wheelock College*

**David Jones**

*President & CEO  
Community Service Society  
of New York*

**Donna Katzin**

*Executive Director  
Shared Interest*

**Esther López**

*International Secretary-  
Treasurer  
UFCW International Union*

**William (Bill) Lyons**

**Manuel Pastor**  
*Professor Sociology /  
American Studies & Ethnicity  
Director, Program for  
Environmental and Regional  
Equity  
Director, Center for the Study  
of Immigrant Integration  
University of Southern  
California*

**Judy Patrick**

*Director of Public Policy  
The Women's Foundation  
of California*

**Tim Sweeney**

*Consultant*

**Jean Tom**

*Partner  
Davis Wright Tremaine LLP*

**Dorian T. Warren\*\***

*Fellow  
Roosevelt Institute*

**Mary Willis**

*Executive Director  
Morris Family Foundation*

*\*Chair of Board of Directors,  
January 2015-June 2015*

*\*\*Chair of Board of Directors,  
July 2015-December 2015*

# LEADERSHIP

## Center for Community Change Action Board of Directors



**Deepak Bhargava**

*Executive Director*  
Center for Community  
Change Action

**Ed Booth**

**Heather Booth**  
*President*  
Midwest Academy  
Democracy Partners

**Bill Dempsey**

*Chief Financial Officer*  
Service Employees  
International Union (SEIU)

**Lisa Garcia-Bedolla**

*Chancellor's Professor*  
*Education and Political*  
*Science*  
University of California,  
Berkeley

**James Gollin**

*Director*  
Angelica Foundation

**Matthew Klein**

*Senior Advisor for Service*  
*Innovation & Executive*  
*Director*  
Center for Economic  
Opportunity, Mayor's Office  
of Operations, New York City

**Marvin Randolph**

*President*  
Southern Elections  
Foundation/Fund

**Kenneth E. Reeves**

*Martin Luther King, Jr.*  
*Visiting Professor*  
*Department of Urban Studies*  
*and Planning*  
Massachusetts Institute of  
Technology

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Sandler Foundation

**Janet Shenk**

*Senior Program Officer*  
Panta Rhea Foundation

**Andrew Wong**

*Executive Director*  
PowerPAC.org

*\*2015-16 President and Board  
Chair*

# LEADERSHIP

## Executive Team

**Deepak Bhargava**  
*Executive Director*

**Seth Borgos**  
*Director of Research &  
Program Development*

**Mary Dailey**  
*Lead Organizer*

**Janlori Goldman**  
*Director of Institutional  
Advancement and Senior  
Strategic Advisor*

**David Kimball**  
*National Field Director*

**Mary Lassen**  
*Managing Director*

**Kica Matos**  
*Director of Immigrant Rights  
& Racial Justice*

**Jeff Parcher**  
*Director of Communications*

**Deepak Pateriya**  
*Chief of Staff*

**Charlene Sinclair**  
*Director of Reinvestment*

**Ryan Young**  
*Director of Operations &  
Finance*



# LEADERSHIP

## A message from Deepak Bhargava

**Real change** happens when communities most affected by injustice are organized and motivated. The powerful movements over the past year that brought us marriage equality, the fight for a \$15 minimum wage, courageous voices in Congress calling for the expansion of Social Security, more and better jobs born out of innovative community-labor partnerships—all of these took root at the grassroots.

While grassroots organizations draw energy and power from their deep community ties, they don't necessarily intersect with others groups doing complementary work. That's where the Center for Community Change comes in. With staff and organizers around the country, we identify and connect the most creative, innovative and powerful models, providing them with resources, expertise, strategy, training and support to shape social movements and bring about meaningful change.

With nearly 50 years of experience, CCC is a center for the community organizing field, building community and developing strong leaders, and changing policy, culture, and people's lives for the better.

Though all the different facets of our work may seem complex, we can boil it down to one simple phrase: We do what it takes.

This report includes examples of just that—pushing the limits of what we thought possible to create the change we want to see. We highlight some of the wide-ranging work done by CCC and our 501(c)(4) sister organization, the Center for Community Change Action, with our extraordinary grassroots partners and national allies.

This work is the foundation for our 2016 campaigns to marshal our communities' votes and raise our voices in vibrant movements for true democracy and a fair economy in which everyone can thrive and reach their full potential.

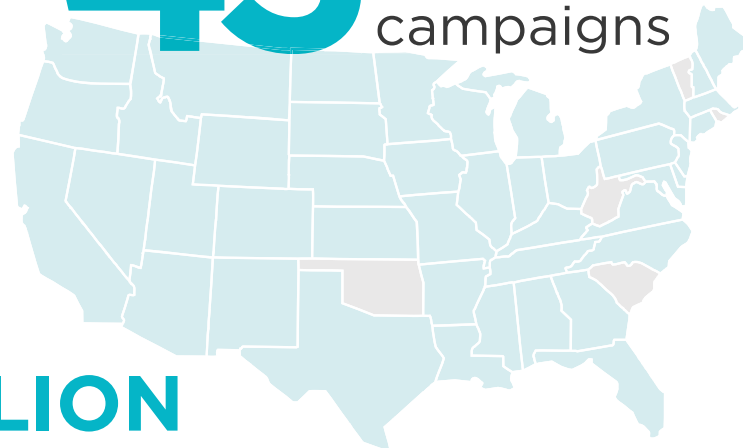


**Deepak Bhargava**  
*Executive Director*



**The Center for Community Change** acts as a hub—a logistical partner, strategic ally, and physical meeting space—where hundreds of grassroots organizations and national allies gather, learn, and act together. Grounded in the belief that social change blooms from social movements rooted in community organizing, we bring together groups doing the most promising, cutting-edge organizing and movement-building to maximize their collective impact.

**43 STATES** engaged in campaigns

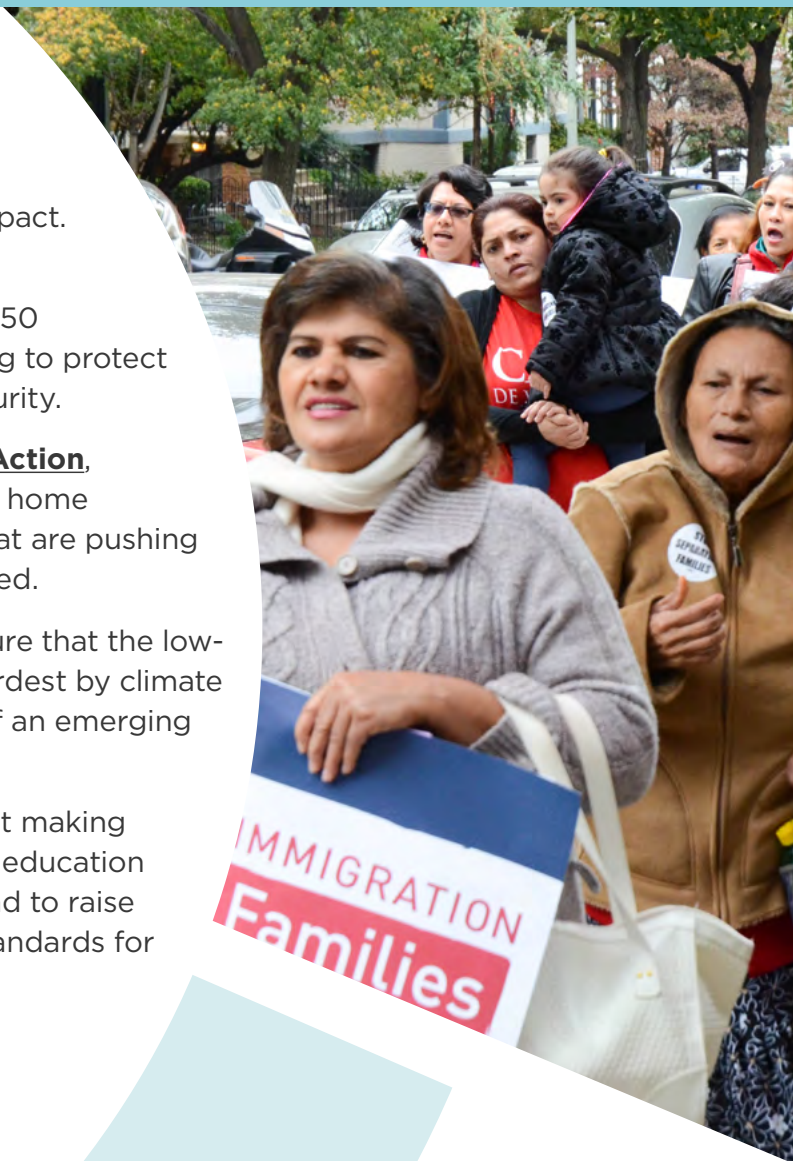


**\$2.96 MILLION** in subgrants  
invested in **90 grassroots organizations**

## A convener and strategic partner

To build movements nationwide, we connect organizers at the local, state, and national levels to amplify the voices of their communities and aggregate their impact. Here are some of the movements we brought together in 2015:

- The ➡ **Fair Immigration Reform Movement (FIRM)**, a network of 40 member organizations in 30 states, fights to keep families together and fix our nation's broken immigration system.
- ➡ **The Housing Trust Fund Project** supports advocacy coalitions that bring together low-income residents and other stakeholders to advocate for affordable housing.
- A cohort of organizations led by formerly incarcerated people and their families, working together to win fair employment policies within the movement to end mass criminalization of low-income communities and communities of color.
- The Black Church Project focused on identifying and supporting large congregations seeking to build social justice ministries and link their charity work directly to their social justice organizing and advocacy.
- Grassroots Ambassadors, 250 grassroots voices organizing to protect and expand retirement security.
- ➡ **Manufactured Housing Action**, a network of manufactured home communities nationwide that are pushing back against corporate greed.
- A green jobs cohort to ensure that the low-income communities hit hardest by climate change reap the benefits of an emerging clean economy.
- A child care cohort aimed at making quality child care and early education available to every family, and to raise wages, benefits, and job standards for early childhood workers.







## ACTION

### **Movement of Immigrants in America**

Fifteen years into the immigration reform movement, we recognize that winning fair immigration policy is not a single campaign and won't be won by legislation alone. We need to build long-lasting community power through organizing, which is why, in 2015, we launched Mía— [➡ The Movement of Immigrants in America](#)—a national membership association for immigrants. By focusing not only on achieving comprehensive immigration reform, but also on finding civic and economic opportunities for our communities, Mía is building a unified national movement that serves and engages millions of immigrants. With Gustavo Andrade, its first executive director, on board and 14 affiliates, Mía is sure to become a powerful force for change.

## A hub for social justice innovation

Vibrant progressive movements require new and innovative ways of creating and demanding social justice, and new organizations need support to get off the ground. As an innovation hub, we meet these needs by providing space for movement leaders to think and create. Our office on Washington, D.C.'s historic U Street is an incubator for social justice organizations and a convening space for progressive groups. With CCC's support, during the past year these organizations and leaders have had the space to create and grow:

- As a CCC fellow, former Greenpeace executive director **Phil Radford**, a leader in green energy and democracy initiatives, developed MembershipDrive to explore new models for canvass-based fundraising.
- Building immigrant and Latino power, **Promise Arizona (PAZ)** became an independent 501(c)(3) organization in FY2015 after four years under CCC's fiscal sponsorship.
- Scholar and longtime community organizer **Charlene Sinclair** used her Taconic fellowship to seed work with the Interfaith Organizing Initiative and others to support faith communities as an important force for social change.
- **Justin Ruben**, co-founder and executive leader of ParentsTogether and former leader of MoveOn.org Civic Action, used his CCC fellowship to explore new organizing models that blend advocacy, personal growth, and community building.
- ➡ **Rights4Girls**, a CCC special project, in July released the acclaimed report:  
➡ **"The Sexual Abuse to Prison Pipeline: The Girls' Story."**
- ➡ **Black Youth Project 100**, led by former CCC staff member Charlene Carruthers, and ➡ **Safe Places for the Advancement of Community & Equity (SPACES)** share incubation space in our Washington, D.C., offices.
- Organizational protégé ➡ **Young Invincibles**, a millennial research and advocacy group, became fully independent in 2015. Under CCC's tutelage and fiscal sponsorship, YI evolved from a two-person team in 2009 into a nearly 50-person staff that spans several states.
- Numerous other allies and grassroots groups hosted meetings and events in CCC's space.







# ACTION

## Putting Families First

In April 2015, CCCAction joined four national partners to launch ➡ **Putting Families First: Good Jobs for All** (PFF), an initiative fighting to bring good jobs to every American by replicating the most promising grassroots solutions. Keynote speaker Sen. Elizabeth Warren (D-MA) spoke powerfully at the launch event about average working people who “are getting squeezed hard by an economy” that no longer works for them, and grassroots leaders like Reina Acosta, a member of the OLÉ Working Parents Association and a single mother of three, provided first-hand testimony of what it’s like to live on the brink. Read more about the initiative in the ➡ **Putting Families First: Good Jobs for All report** by Dorian T. Warren..

# COMMUNITY

Building movements is about  
building COMMUNITY

## Meaningful, impactful community organizing

demands a deep bench of grassroots leaders with strong ties to their communities and powerful organizing, advocacy, and communications skills to bring more people into the fight. In 2015, we trained hundreds of volunteer leaders through our economic justice, immigration, retirement security, civic engagement, and housing partners to grow their ranks and lead their movements forward. These multi-generational, multi-ethnic leaders emerge from a wide variety of backgrounds, bringing with them a diverse set of skills. We build the field of community organizing by identifying what these leaders need to become powerful advocates for their communities.

## #WeAreBetterThanThis

Spurred by a number of mass shootings and the anti-immigrant and anti-refugee hate speech of presidential candidates, CCCAction joined allies in a rapid-response ad campaign and pledge of solidarity proclaiming that as a country, ➡ **#WeAreBetterThanThis**. The campaign addressed the alarming increase in hate rhetoric and violence targeting many of our communities including women and the places they seek health care, Arab Americans and Muslims, Black Lives Matter activists, refugees and immigrants. This public education campaign was about defining the kind of inclusive, equitable, and just community we are building with partners each and every day.

In 2015, our economic  
justice initiative reached  
**1,269,925**  
people  
online, creating a  
powerful digital  
community.



## A trusted advisor for safe and affordable homes

In a year in which major cities and the state of Hawaii declared homelessness crises, the need for safe and affordable homes in thriving communities is as important as ever. Entering its 30th year in 2016, CCC's Housing Trust Fund Project (HTFP) is the nation's sole source for technical assistance to help state and local initiatives create dedicated sources of revenue for affordable housing for low- and moderate-income families. The project has had tremendous success, supporting more than 35 campaigns in 2015. In the last year, housing trust fund advocates secured more than \$400 million in new revenue, bringing the total revenue generated from state and local housing trust funds to more than \$1 billion annually. To support these campaigns, we bring together advocates to develop and share skills and strategies. For example, in the South, we convene a coalition of housing advocates from Louisiana, Arkansas, Mississippi, Alabama, Georgia, and North Carolina.

We are exploring other campaigns in which residents of affordable housing themselves lead the way. HTFP is bringing together residents, developers, and service providers to form powerful forces for housing justice in the West. For example, partnering with Housing California and other regional and local housing organizations, HTFP is building the power and capacity of the Resident United Network (RUN) to bring the expertise of residents to the forefront of state and local advocacy campaigns in California.

Over **35 campaigns**  
won more than **\$400 million**  
in new revenue, for a total  
of **\$1 billion annually**  
for critical housing needs.

A stylized red icon of a house with a chimney, positioned to the left of the text block.





## ACTION

### **Amplifying the voice of impacted communities**

When we launched our mass incarceration work in 2013, we saw that people who had lived through the trauma of incarceration—both those coming home and their families—were not getting the support they needed to shape solutions to the nation’s mass incarceration problem. We understood that these uncompromising voices had to be amplified to address the crisis of mass criminalization at a national scale. In 2015, CCC brought together grassroots groups led by directly affected people to learn, strategize and act together for greater impact.

In July, we brought 48 leaders to Washington, D.C., where they led a march on the White House. Speaking with one voice, they demanded that President Obama Ban the Box on federal employment applications to allow formerly incarcerated people access to federal jobs. CCCAction also used our inside-the-Beltway connections to arrange a meeting between these leaders and the director of the White House Office of Urban Affairs, Justice, and Opportunity. Shortly after this direct action and concerted advocacy among allies, President Obama announced plans to remove barriers to employment in the federal government. This collective victory laid the groundwork for continued collaboration among these groups and others in 2016 and beyond.

## Grassroots Ambassadors push for a secure retirement

By courageously telling their own stories of struggle and sacrifice, Grassroots Ambassadors like Sara Moore, who was featured on the front page of 📰 ***The New York Times***, are changing the way the public and elected leaders think and talk about Social Security.

CCC has built a network of 250 Grassroots Ambassadors, multi-generational, multi-racial grassroots leaders who work with us through our partner organizations to organize community events, write columns and letters to the editors, and talk to the media about the importance of expanding Social Security, Medicare, and Medicaid. These programs are the backbone of retirement security for millions of Americans, particularly low-income people, women, and people of color.

In 2015, Grassroots Ambassadors were successful not only at keeping Social Security off of the budget chopping block, but also making Social Security part of the national conversation ahead of an election year.



**250 Grassroots Ambassadors** wrote and published **40 op-eds** and **90 letters to the editor**, and were quoted or made appearances in **40 broadcast stories**.

**30,916 people** attended **889 events & actions** to learn about and support retirement security.





## ACTION

### Strengthening retirement security

Grassroots Ambassadors' advocacy has been instrumental in shifting the conversation from cuts to expansion of Social Security. For example, 42 senators voted for an amendment to the budget bill presented by Sen. Elizabeth Warren that called for expanding Social Security, and 50 members of Congress signed on as co-signers of a measure calling for a Social Security caregiver credit for those who leave the paid workforce to care for loved ones. Our policy priorities were also reflected in the platforms of leading presidential candidates.

## Manufactured homes, real community

The Manufactured Housing Action project (MHAction) has developed 51 campaign leaders in 11 states, including a committed core team of 14 leaders who are mobilizing the residents of manufactured home communities around the country facing cost increases that threaten the residents' economic security. With support from CCC, these community leaders learn to plan and facilitate national calls, organize direct actions, conduct trainings, and identify and support other emerging leaders to organize their neighbors. In 2015, MHAction pioneered a Leadership Cross Training (LCT) program that sends skilled core team leaders to areas that are working to build out local campaigns for national action. MHAction held five LCTs in 2015, including one bilingual Spanish session, training 238 leaders.

Since MHAction was launched in 2012, these volunteer leaders have won clear victories in local manufactured home communities and advanced state policies such as a successful rent justification law in Delaware and the introduction of a similar proposal in Florida. MHAction also helped to establish regional and statewide homeowners associations in Utah, North Dakota, Texas, and California, and a call-in hotline in Utah. In 2015, MHAction leaders won an agreement with Equity Lifestyle Properties, Inc. (ELS), the nation's largest corporate owner of manufactured home communities. ELS agreed to provide a clear guideline and grievance process for homeowners to utilize in order to raise community issues with management.





## Writing our communities into the story

Too often, the media relies on tired tropes about poverty and who is poor, portraying people who live on the brink as either victims or deadbeats. Our writing fellows work to change the narrative of poverty, focusing on the real lives of the people who are struggling every day to make ends meet for their families. The fellows come from a variety of backgrounds and locations, but they all have one thing in common: first-hand experience that brings powerful context to the stories they tell.

- Steve Huerta is a formerly incarcerated organizer in San Antonio, Texas.
- Stephanie Land is a single mother of two in Missoula, Mt.
- Fredrick McKissack Jr. is a writer, husband, and father based in Fort Wayne, Ind.
- Wendi Thomas is a journalist based in Memphis, Tenn.
- Mark Ortiz is a retail worker, student, and activist from the San Francisco Bay Area.
- Tamika Middleton a mother, organizer, and birth worker in Atlanta.
- Chris Massenburg is a spoken-word artist, educator, and activist based in Durham, N.C.

We amplify these voices by providing expert coaching and professional development to writer-activists across the country. Writing fellow pieces are written in the authentic voices of the writer on subjects that are strategically aligned with our campaigns.





In 2015, **7 writing fellows** published **37 pieces**.

THE  
HUFFINGTON  
POST

The Ban the Box movement “is about more than jobs. It’s about housing, our political inclusion and our right to full citizenship.” - *Steve Huerta* ➔ [Read more](#)



“When I think of fixing our broken economy, I recall those mothers, my mother—women who work hard doing whatever they can to provide for their families.” - *Chris Massenburg* ➔ [Read more](#)

the  
guardian

“Living in poverty is a daily struggle for basic needs. The stress is all-consuming, and wait times for assistance are long.” - *Stephanie Land* ➔ [Read more](#)



“The benefits of said ‘progress’ never extended to me or other members of my community—not in terms of adequate jobs, housing, education or anything else that would offer us the opportunity to thrive.” - *Fredrick McKissack* ➔ [Read more](#)

**COLORLINES** “In the real world, where black lives are disposable, the magical Negro trope supports a narrative that supports police.” - *Tamika Middleton* ➔ [Read more](#)

**MemphisFlyer**

“I am afraid to love my 18-month-old nephew because he is a black boy, and in my country, police hunt and kill black males as if they were the enemy.” - *Wendi C. Thomas* ➔ [Read more](#)

THE  
HUFFINGTON  
POST

“What San Francisco and the rest of the country need is a new commitment to ending the housing crisis that includes a massive reinvestment in affordable housing.” - *Mark Ortiz* ➔ [Read more](#)

## Civic engagement—all year, every year

To lay the groundwork for a vigorous civic engagement campaign in 2016, and as part of our commitment to civic voter engagement all year, every year, CCC's Community Voting Project helped partner organizations plan their strategies for local elections. With grants, training, and technical assistance from CCC's Community Voting Project, partners focused on 2015 with an eye toward building infrastructure for 2016 and beyond.

- In Washington state, OneAmerica and Washington Community Action's outreach in Yakima resulted in historic turnout among the city's Latino voters. In 2015, Yakima elected its first three Latina city councilmembers.
- Tennessee Immigrant and Refugee Rights Coalition made immigrant integration a focus of the Nashville mayor's race with a candidates briefing and mayoral forum that drew media attention to immigrant-friendly campaign promises and the voting power of low-income communities.
- Pennsylvania Immigration and Citizenship Coalition focused on the state Supreme Court race, helping to organize a nonpartisan candidate forum that drew five of the seven candidates and more than 225 immigrant community members.
- Organizers in the Land of Enchantment (OLÉ) used the city election in Albuquerque to build a base for their 2016 economic justice agenda by targeting their outreach efforts on women and Hispanic, Native Americans, and African American voters.
- Promise Arizona's work on educating and activating Latino and immigrant voters resulted in the astounding victory of a transportation initiative that will generate a significant investment to the economy of south Phoenix.



# CHANGE

We **CHANGE** policy, **CHANGE** the conversation, **CHANGE** lives

**At the core of our mission** is a belief that low-income people and people of color have the power to change for the better the institutions and policies that impact their lives. We bring groups together and build community leadership for the sake of this change, and in 2015 we saw the impacts of this work ripple out in the shifting consciousness of the country around issues of income and wealth inequality, structural racism and sexism, and the ways the economy and political system are rigged against our communities. Beyond shifting the narrative frame, our partners won concrete policy victories in strategic campaigns at the local, state, and national levels. We were behind them along the way, doing whatever it took to make the victories come to life.

In 2015, partners in our Economic Justice Initiative won big!



**5,000 Carwasheros** protected from wage theft by the Car Wash Accountability Act

(New York Communities for Change; Make the Road New York; Retail, Wholesale and Department Store Union)

New NYC Wage Board proposes raise to

**\$15/hour** for **180,000 New York fast-food workers** over the next few years

**\$220 million** investment in energy efficiency and job creation in low-income communities by Los Angeles Department of Water and Power (SCOPE)

**25% hiring** from black communities on a multibillion-dollar mass transit expansion project in South Los Angeles  
(LA Black Worker Center)

**\$90 million** storm water improvement project will bring more than **250 green jobs** to Washington, D.C. residents  
(Washington Interfaith Network)



## Quality child care jobs

Quality child care and early childhood education generate a huge return to society. Children who receive such care are more successful as adults, and access to affordable child care expands job opportunities and economic security for low-income parents—predominantly women. But these compelling arguments—and broad public support—have not been enough to secure the major public investment it will take for every child in America to have access to quality care. To do what it takes to make that happen, CCC mapped local efforts around the country to engage parents, teachers, providers, and community leaders in the debate over early childhood policies. By bringing together some of the most innovative local solutions, we're helping our partners to project a vision of quality child care and early education that will redefine the boundaries of possibility.





## Standing strong, standing FIRM

For 15 years, CCC has convened and staffed the Fair Immigration Reform Movement (FIRM). In 2015, FIRM kept a national spotlight fixed on immigrant families, those who would benefit from President Obama's move to protect immigrant families from deportation through Deferred Action for Parents of Americans (DAPA) and expanded Deferred Action for Childhood Arrivals (DACA+), which has been held up in a court battle. FIRM families and leaders held marches, rallies, and public events throughout the spring, summer, and fall centered on the immigrant families who are the foundation of the FIRM community.

In October, when it became clear that further delay would block any chance for the case to be taken up by the U.S. Supreme Court during the 2015 session, CCC and FIRM organized a fast that drew widespread media attention. The appeals court finally ruled in November to uphold the appeal blocking the President's action—a move that cleared the way for a high court review.





## Changing the conversation to put families first

We changed the conversation, reclaiming “family values” as progressive values and conducting groundbreaking messaging research that revolutionizes the way we talk about poverty. We put families at the center of our work to fix our broken immigration system and level the playing field in our rigged economy. Throughout all our work, we put the experience of real human beings at the center of the story. These lessons allow our communities to more fully understand how they have the power to make change.

➔ [Read about the lessons learned from our message research.](#)

## Clean energy/climate jobs

Our green jobs initiative convenes leaders from environmental justice and job creation movements to make sure that the communities hit hardest by climate change benefit from good, family-sustaining jobs in the emerging clean energy sector.

When a mandate came down from the Environmental Protection Agency to upgrade storm water infrastructure in the nation’s capital, the Washington Interfaith Network (WIN), an affiliate of Metro Industrial Areas Foundation, saw the opportunity to tackle the nearly 40 percent black youth unemployment rate in the District and high poverty rates in the predominantly black Wards 7 and 8. CCC supported their campaign with targeted media and communications support and a subgrant to hire a campaign organizer. The result was a huge win for WIN: hundreds of good jobs for these communities.

# Message Research: Lessons Learned

After nearly two years of intensive research, we walked away with five key learnings.



## ACTION



### **Immigrant voters speak up**

While conservative politicians denigrated immigrants, playing political football with the lives of millions, nearly 400 immigrant leaders from 31 organizations in 25 states gathered in Las Vegas in November for the 2015 FIRM Summit. The event included a presidential forum where immigrant leaders had the opportunity to directly question candidates about comprehensive immigration reform, jobs, mass incarceration, and access to programs that many immigrants contribute to but are unable to use.

➡ **Immigrants Call on Presidential Candidates to Protect Their Families**

# FINANCIAL STATEMENTS

## Center for Community Change and Fund for the Center for Community Change

### Fiscal Year 2015 Financial Statement

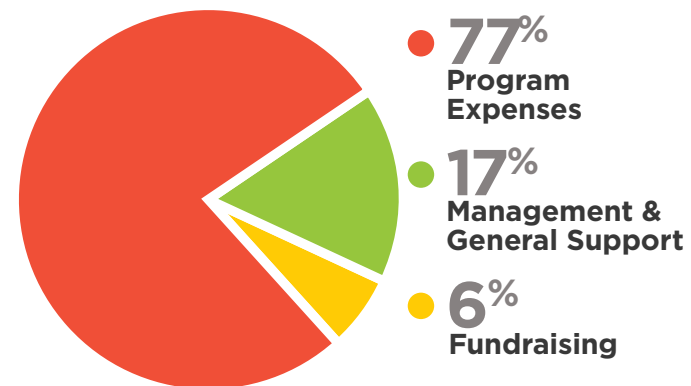
#### REVENUE

Grants, contributions and project income	\$ 10,382,372
Investment income	\$ (165,261)
Gain on Sale of Property	\$ 96,498
<b>TOTAL REVENUE</b>	<b>\$ 10,313,609</b>

#### EXPENSES

<b>Program Services:</b>	
CCC Institutional Support	\$ 1,518,710
Community Organizing	\$ 723,271
Democracy and Civic Participation	\$ 2,821,942
Economic Justice	\$ 6,952,385
Special Projects	\$ 4,154,804
<b>Total program services</b>	<b>\$ 16,171,112</b>
<b>Supporting Services:</b>	
Management and General	\$ 3,483,953
Fundraising	\$ 1,310,475
<b>Total supporting services</b>	<b>\$ 4,794,428</b>
<b>TOTAL EXPENSES</b>	<b>\$ 20,965,540</b>
Changes in net assets	\$ (10,651,931)
Net assets at beginning of year	\$ 42,432,973
<b>NET ASSETS AT END OF YEAR</b>	<b>\$ 31,781,042</b>

### Expenses:



*\*Fiscal year 2015 expenses utilized restricted multi-year grants recorded in prior years.*

## Center for Community Change Action

### Fiscal Year 2015 Financial Statement

#### REVENUE

Grants, contributions and project income	\$ 9,966,284
Interest income	\$ 623
Rental income	\$ 361,667
<b>TOTAL REVENUE</b>	<b>\$ 10,328,574</b>

#### EXPENSES

<b>Program Services:</b>	<b>\$ 1,541,981</b>
<b>Supporting Services:</b>	
Management and General	\$ 365,923
Fundraising	\$ 351,203
<b>Total supporting services</b>	<b>\$ 717,126</b>
<b>Headquarters Building Acquisition</b>	<b>\$ 7,250,000</b>
<b>TOTAL EXPENSES</b>	<b>\$ 9,509,107</b>
Changes in net assets	\$ 8,069,467
Net assets at beginning of year	\$ 2,190,615
<b>NET ASSETS AT END OF YEAR</b>	<b>\$ 10,260,082</b>

*\*Building acquisition is not recognized as expense on the audited financial statement.*

# DONORS

## CENTER FOR COMMUNITY CHANGE

The Center for Community Change is grateful to the following foundations, organizations, and individuals who supported our work with donations between January 1 and December 31, 2015. We also thank those donors not listed who supported our work with valued contributions under \$500 during this period.

### Foundations & Organizations

Anonymous (3)	Friedman Family Foundation	Public Welfare Foundation	UFCW Women's Network
AFL-CIO	Gelman, Rosenberg & Freedman	The San Francisco Foundation	Unitarian Universalist Veatch
AFL-CIO Housing Investment Trust	Harmon, Curran, Spielberg &	The Schooner Foundation	Program at Shelter Rock
The Ahmanson Foundation	Eisenberg, LLP	Silicon Valley Community	United Mine Workers of America
AFSCME	Integrated Direct Marketing	Foundation	United Steelworkers
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American Postal Workers Union	MacArthur Foundation	The Streisand Foundation	W. K. Kellogg Foundation
The Annie E. Casey Foundation	The JPB Foundation	Tides Foundation	Wallace Global Fund
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The Bauman Foundation	Marguerite Casey Foundation	UFCW Local 1400	Foundation
Bronx Documentary Center	The Mary Reynolds Babcock	UFCW Local 1442	The Yucaipa Companies
Butler Family Fund	Foundation	UFCW Local 1473	
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Carnegie Corporation of New York	Moriah Fund	UFCW Local 1996	
Center on Budget and Policy	Naomi and Nehemiah Cohen	UFCW Local 2008	
Priorities	Foundation	UFCW Local 227	
Charles Stewart Mott Foundation	The Nathan Cummings Foundation	UFCW Local 328	
Clifford Chance US LLP	The Nation Company	UFCW Local 770	
Demos	NFL Players Association	UFCW Local 832	
Design DATA	Nia Community Foundation	UFCW Local 99	
EAH Housing	One World Fund	UFCW Minority Coalition	
Evelyn and Walter Haas, Jr. Fund	Foundation to Promote Open	UFCW OUTreach	
Ford Foundation	Society	UFCW Region 5 Council	
	Panta Rhea Foundation	UFCW Western States	
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Local 338 Retail, Wholesale and Department Store Union (RWDSU)/United Food and Commercial Workers (UFCW)	UFCW Local 342
Planned Parenthood Federation of America	UFCW Local 371
PowerPAC Foundation	UFCW Local 400
Retail, Wholesale & Department Store Union	UFCW Local 464A
Service Employees International Union	UFCW Region 4 Central States Council
UFCW District Council of New York and New Jersey	UFCW Region Council 6 - Northern Plains
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